

[REDACTED]

SUPERVISORY TOPICS

I. One off-duty problem of which a supervisor should be aware:

The universally obvious CIA problem is that relating to the inability of even overt Agency employees to discuss their work with friends, neighbors and to a marked degree with their spouses coupled with the fact that an overt employee today may be a covert employee tomorrow. This combination of factors may result in a reluctance to engage wholeheartedly in outside social activities where conversational give and take is routine or where group publicity can be expected as a matter of course. The individual may either withdraw completely from such activities or attempt to participate in them as anonymously as possible. Given individuals of normal Agency education, training, personality and the like, anonymous or limited participation can be more frustrating than non-participation. An alternative course for normal social outlet is participation in Agency sponsored activities and to limit your circle of more intimate friends and acquaintances to Agency personnel. These latter relationships are relatively easy to initiate but, if unpleasantries arise, are extremely difficult to terminate since a working relationship must continue to exist. As a consequence, this type of an off duty problem can readily be converted to an on duty problem, with possible damage to current performance and career development within the Agency.

II. On duty problem areas of which a supervisor should be aware:

A. The frustrations of compartmentation.

1. The oftentimes inability to get as much information as an individual thinks he needs to adequately perform his job.
2. The "veil of secrecy" between his contribution and the end result.

B. The frequency of physical moves - not assignments - can be upsetting to persons who need a strong feeling of security, permanence, etc. The same holds true for reorganizations within a component.

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- C. The inability of just one person to get along with his peers can make shambles of an office.
- D. The inability of a supervisor to acquaint himself with those talents, interests, motivations, etc. of an individual which appear unrelated to his current assignment can effectively throttle the career development of that individual.